CORPORATE PLAN
2014

WSCC Workers' Safety & Compensation Commission | ᐃᓕᓴᕆᔨᐃᖏᑎᒍᓐ ᐊᑕᐅᓯᒪᓂᖅ ᐊᓯᐊᓂᖅ ᓄᓇᕗᑦ

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Northwest Territories and Nunavut

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It is not a statement of the law.

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Table of Contents

1. Introduction — Page 1
   - 1.1 Message from the Chairperson and President
   - 1.2 Purpose of the Workers' Safety and Compensation Commission (WSCC)
   - 1.3 WSCC Organizational Structure

2. Our Strategic Plan for 2014 — Page 4
   - 2.1 Our Vision, Mission and Values
   - 2.2 Our Priorities and Strategies
     - Advance the Safety Culture
     - Manage for Quality Results
     - Sustain the Workers' Protection Fund
     - Strengthen Human Resource Planning
     - Ensure Access to Information and Reliable Technology
     - Enhance Communications
     - Continue Delivery of Services to Stakeholders

3. Our Focus in 2014 — Page 8

4. 2014 Operations & Capital Budgets — Page 9

5. Measuring our Performance — Page11

1. Introduction

This Corporate Plan was prepared pursuant to subsection 91(1) of the *Financial Administration Acts* of the Northwest Territories and Nunavut.

1.1 Message from the Chairperson and President

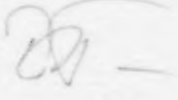
In 2012, the WSCC entered a period of refined priorities and stakeholder commitment. We began an exciting time, a new three-year strategic plan, focusing on *elimination of workplace diseases and injuries* throughout the Northwest Territories and Nunavut. As we enter the final year of our plan, we continue to deliver on the strategic and foundation priorities that will help us achieve our goals.

Our organizational values: respect, engagement, integrity, openness, and excellence express the WSCC's fundamental beliefs. They define how we act towards each other and all stakeholders. The WSCC takes pride in the partnerships we hold with stakeholders through the North. Our mission remains the same for 2014, *In partnership with stakeholders, we ensure workplace safety, and care for workers.*

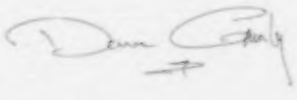
Two strategic priorities have guided our actions and interaction with stakeholders. We believe workplace injuries are preventable. To that end, we commit to advancing a culture of safety across the Northwest Territories and Nunavut. We focus our resources where the greatest need exists; ensure better access to relevant safety education; and foster mutually beneficial partnerships with stakeholders.

Our second strategic priority is to manage for quality results. This recognizes the importance of providing excellent customer service to stakeholders. We commit to making continuous improvements to the way we deliver our services, while identifying processes to enhance efficiencies.

In 2014 the WSCC will develop the 2015 – 2017 Strategic Plan. We will continue to deliver on the priorities of our stakeholders. The WSCC team remains committed to make the North safe; a North where workers head out each day with assurance, knowing they will make it home to their friends and families safely.



David Tucker
Chairperson



Dave Grundy
President & CEO

1.2 The Purpose of the WSCC

The WSCC was formed in 1977, in the Northwest Territories. When Nunavut was created in 1999, the Governments of the Northwest Territories and Nunavut agreed to a common agency.

The WSCC administers the *Workers' Compensation Acts*, the *Safety Acts*, the *Mine Health and Safety Acts*, the *Explosives Use Acts*, and associated Regulations to protect workers in the Northwest Territories and Nunavut. The WSCC is responsible to:

- promote safety awareness and safe work practices in northern workplaces;
- pay compensation to injured workers and provide rehabilitation and medical aid; and
- assess employers, set assessment rates, and collect revenues.

The WSCC's core business is safety and care. The WSCC is strongly committed to work to improve northern safety cultures, and also ensures that workers injured on the job receive the care and compensation they are entitled to.

1.3 WSCC Organizational Structure

A seven-person Governance Council, representing the interests of labour, industry, and the general public, governs the WSCC.

Operating in a manner consistent with the *Workers' Compensation Acts* and corporate governance directives, the Governance Council's responsibility is to oversee the conduct of business and management, while maintaining the credibility and vitality of the WSCC.

The Governance Council Members at the time of publication are:

David Tucker, Chairperson
John Vander Velde, Vice Chairperson and Director, Worker Representative (NU)
Christopher Callahan, Director, Public Interest Representative (NU)
David Ritchie, Director, Worker Representative (NT)
Jack Rowe, Director, Employer Representative (NT)
Eberhard Theil, Director, Public Interest Representative (NT)
Arlene Hansen, Director, Employer Representative (NT)

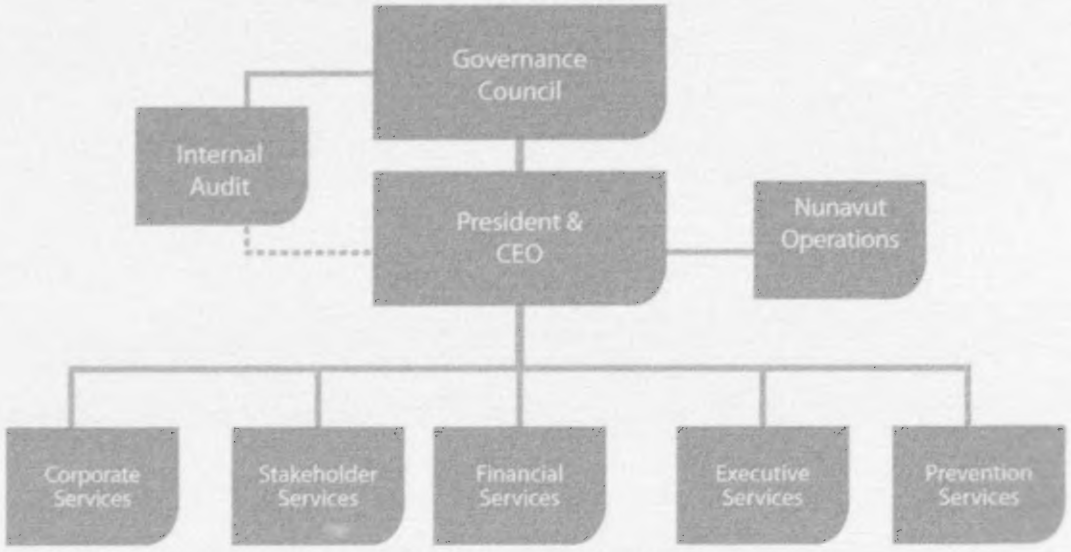
The Governance Council provides oversight of the following key areas of accountability:

- strategic direction;
- programs and policies;
- succession planning;
- financial monitoring and stewardship;
- corporate performance management;
- risk management;
- material transactions;
- communications; and
- governance oversight.

Exercising authority delegated by the Governance Council, the President & CEO is accountable for the WSCC's performance, including the achievement of results through the establishment of corporate

objectives. In 2012, the WSCC underwent a reorganization to align services to ensure the best service for stakeholders.

Workers' Safety and Compensation Commission
Northwest Territories and Nunavut
Organizational Structure



2. Strategic Plan

The WSCC implemented a three-year Strategic Plan for 2012-2014. The plan outlines the Governance Council's strategic direction to ensure the WSCC achieves its vision and mission. In 2014, the WSCC enters the final year of the plan with new areas of focus to achieve the vision and mission of the organization and demonstrate the values required to do so.

2.1 Vision, Mission, and Values

Our Vision, Mission and Values remain unchanged for 2014:

VISION	
Eliminate workplace diseases and injuries.	
MISSION	
In partnership with stakeholders, we ensure workplace safety, and care for workers.	
VALUES	
Respect	We demonstrate care, compassion, honesty, and fairness.
Engagement	We work with others to ensure meaningful participation and collaboration.
Integrity	We honour our commitments.
Openness	We are clear and transparent in everything we do.
Excellence	We are efficient and service-focused.

The *vision* is a clear, concise and compelling picture of what success looks like to the WSCC. The WSCC wanted a *vision* that truly inspires and motivates staff. If workplace diseases and injuries are eliminated, we succeed.

Our *mission* is a brief explanation of why the WSCC exists, what it provides, and for whom. Safety and care continues to be our focus. We also recognize the importance of partnering with stakeholders – we cannot ensure the safety and care of workers on our own.

Our *values* are expressions of fundamental beliefs that guide the behaviours of staff in how they act toward each other and with stakeholders. We expect all of our staff to demonstrate *respect, engagement, integrity, openness,* and *excellence.*

2.2 Our Priorities and Strategies

Our *priorities* are what we believe is most important to achieve and will guide the use of resources. Two of these priorities directly impact our stakeholders and, in light of this, are strategic priorities. The other four priorities are foundational, in that our performance as an organization depends on their completion.

The *strategies* associated with each priority describe the means by which progress is made.

STRATEGIC PRIORITIES	
PRIORITY	**STRATEGY**
Advance the Safety Culture	Increase directed services
	Enhance education to foster a philosophy of safety
	Partner on a proactive basis with stakeholders
Manage for Quality Results	Confirm service excellence
	Enhance organizational efficiencies and effectiveness
FOUNDATIONAL PRIORITIES	
PRIORITY	**STRATEGY**
Sustain the Workers' Protection Fund	Provide responsible stewardship of the Workers' Protection Fund
	Ensure alignment of the budgeting process with strategic priorities
Strengthen Human Resource Planning	Ensure efficient human resource management
	Embrace a culture of accountability
Ensure Access to Information and Reliable Technology	Ensure technology supports a safety and care culture
	Improve management reporting
	Maintain security and privacy of information
Enhance Communications	Align communications with the corporate vision
	Improve internal and external communications
Continue Delivery of Services to Stakeholders	

Advance the Safety Culture

We believe workplace injuries are preventable. In support of our vision (to *eliminate workplace diseases and injuries*), we must continue our pursuit of a safe work culture in every workplace in the Northwest Territories and Nunavut. We must reduce the number of workers hurt on the job. To achieve this, we will:

- **Increase directed services** – We will focus our resources in the short-term where it will have the most impact. We will target our health and safety efforts to specific employers, industries or demographic profiles to strengthen their prevention practices.

- **Enhance education to foster a philosophy of safety** – We must ensure the public, workers, and employers can access safety and prevention education programs that are relevant and easy to apply. We will work with our partners to disseminate information.
- **Partner on a proactive basis with stakeholders** – We cannot change a culture on our own – we must partner with the community. We will foster interactive relationships with each of our partners. We will further build upon our partnerships to promote safe work practices.

Manage for Quality Results

The WSCC's commitment to customer service excellence remains paramount in all service areas. We are committed to making continuous improvements to the way services are provided to our stakeholders. To achieve this, we will:

- **Confirm service excellence** – In 2013, the WSCC developed a new survey to measure stakeholder satisfaction. This survey is designed to provide in-depth measures of our service levels and identify key areas of importance to both employers and workers. In 2014, the data from the survey will be incorporated into our strategic planning and will help guide our corporate priorities.
- **Enhance organizational efficiencies and effectiveness** – Lean is a business philosophy and a set of tools to identify waste and maximize flow in processes. In 2013, The WSCC set the foundation for incorporating Lean into the organization through our Continuous Excellence program. We've developed internal expertise on Lean and are cultivating a culture of continuous improvement. In 2014, the WSCC will deliver Lean projects to positively impact stakeholder service.

Sustain the Workers Protection Fund

It is critical that we meet the needs of our stakeholders without compromising the financial strength of the Workers' Protection Fund. We must find a balance between providing the best possible benefits and maintaining the lowest possible assessment rates. To achieve this, we will:

- **Provide responsible stewardship of the Workers' Protection Fund** – In 2013, we completed a review of our funding strategy. Implementation, as required, will take place in 2014.
- **Ensure alignment of the budgeting process with strategic priorities** – Every year, we will maintain an operating and capital budget that allocates resources supporting our strategic priorities.

Strengthen Human Resource Planning

As with all organizations, it is essential that the right people are in the right place at the right time. Being in the service industry, our people are our greatest asset. We are committed to strengthening our human capital. Specifically, we will:

- **Ensure efficient human resource management** – We developed a three-year Strategic Human Resource Plan in 2012 which covers training, succession planning, performance management, recruitment, health and benefits, and more. We will ensure all HR practices and procedures are aligned with this Plan.
- **Embrace a culture of accountability** – A new performance management system will be rolled out in 2014 to provide ongoing feedback and opportunities to employees at all levels. We will clearly set out and communicate each employee's roles and responsibilities. We will delegate effectively.

Ensure Access to Information and Reliable Technology

To carry out our vision and mission, WSCC employees and stakeholders must access relevant safety and care information and reliable technology. In working towards this goal, we will:

- **Ensure technology supports a safety and care culture** – In 2014, the WSCC will deliver on an eBusiness strategy that will focus on our online presence and the web services provided to our stakeholders. We will also focus our technology modifications and enhancements on critical issues.
- **Improve management reporting** – We will expand our standardized reporting capabilities to better meet decision and business needs.
- **Maintain security and privacy of information** – We will strengthen the security controls protecting information systems and technology. We will also provide our employees with regular education on the privacy of information and records management.

Enhance Communications

Finally, we are conscious of the importance of delivering clear, transparent, and relevant communications both internally and externally. To enhance communications we will:

- **Align communications with corporate vision** – We will identify and assist with the use of appropriate communications methods, including Social Media, to better meet stakeholder needs. More specifically, we will focus on providing information that supports directed services.
- **Improve internal and external communications** – We are committed to clear and timely communications with our employees and stakeholders. Additionally, we need to improve the cross-divisional information sharing and teamwork. Finally, we believe that, in order to achieve our vision, it is important to broaden the corporate profile of the WSCC.

Continue Delivery of Services to Stakeholders

In addition to the above priorities, our day-to-day continues: "the doors are open and the lights are on". We will maintain the services provided to our stakeholders and the underlying operations supporting these services. Every WSCC employee works towards our vision to *eliminate workplace diseases and injuries.*

3. Our Focus in 2014

As we close our ambitious three year strategic plan, we have identified key initiatives to support the last year.

In 2014 initiatives are in place to support the Strategic Priorities of *Advancing the Safety Culture* and *Managing for Quality Results.* They will also focus on the Foundational Priorities of *Sustaining the Worker's Protection Fund* and *Ensuring Access to Information and Reliable Technology.*

Our main initiatives are as follows:

Initiative	Plans
Directed Services	Concentrate services to employers identified with a need to improve their performance in respect to injury rates, claims management or return to work. Additionally, a Small Business initiative will provide additional support to businesses without the scale to implement their own programs and policies.
Claims Quality Assurance	Confirm and implement Claims Quality Assurance and Cost Containment process.
Process Mapping	Process map four value stream processes and implement a plan for improvement. In addition, we will adopt a culture of Lean Process Improvement to continually improve processes and eliminate non-value added activities.
Return to Work	Develop an enhanced return to work process that will assist employers in adopting workplace policies and practices for safe and timely return to work. Provide support to injured workers to create and implement individualized return to work plans.
Funding Strategy	Contingent to the outcome of the 2013 review of the current funding strategy, next steps will be taken to refresh the funding strategy as required.
Management Reporting	Implement business intelligence software to provide standardized reporting to support our front-line employees in customer service, performance management and cost containment.
E-Business	Improve internet technologies to provide enhanced customer service, streamline business process, increase employee efficiency and reduce costs.
Strategic Planning	Review and track 2012 – 2014 strategic plans. Conduct the strategic planning process for the next cycle and communicate 2015 (and onward) plans to all stakeholders.

In addition we will continue to:

Strengthen our Human Resource Planning with the completion our three year Human Resource Plan and employee performance management system. This system will foster a culture of accountability by providing ongoing, objective, value-based performance management and will ensure alignment of individual objectives to our strategic direction.

Enhance Communications on a continuous basis internally and externally to better support stakeholder needs.

Partner on a Proactive Basis with Stakeholders to advance our safety culture. Partnerships with organizations that provide first aid or public safety programs align to our strategic plan and they are resources that support us in meeting our goals and strategic priorities.

4. 2014 Operations and Capital Budgets

2014 Capital Budget Summary

Capital Classification	Requested 2012 Carry-forward	2013 Budget	Funds to be spent in 2013	Funding to be Retired	Funding not required (overspent) in 2013	Requested 2013 Carry-forward	2014 Approved Budgets
	$	$	$	$	$	$	$
Computer Equipment	211,825	50,000	56,929	0	(1,751)	206,647	40,000
Furnishings	55,156	154,100	126,059	0	18,661	64,536	265,000
Equipment - non-computer	0	79,000	68,664	0	(1,664)	12,000	171,000
Software	464,686	426,000	68,965	0	90	821,631	490,000
Building - owned	18,436	250,000	46,929	0	1,928	219,579	800,000
Leasehold Improvements	0	172,257	172,257	0	0	0	0
Total	**750,103**	**1,131,357**	**539,803**	**0**	**17,264**	**1,324,393**	**1,766,000**

Projected Statement of Operations – 2014

For the year ending December 31 (in thousands of dollars)	2012 Actual $	2013 Budget $	2013 Projections $	2014 Budget $
Revenue				
Assessments	45,510	51,461	48,800	55,760
Less: Refunds	(745)	(750)	(825)	(731)
Investments (see below)	22,389	16,000	22,115	19,000
	67,154	**66,711**	**70,090**	**74,029**
Expenses				
Claims	40,713	45,000	31,880	42,340
Less: Pension and experience gains expense	2,397	0	(5,800)	0
Add: Claims management expense	9,084	8,643	8,366	9,156
	52,194	53,643	34,446	51,496
Administration & general expenses	24,551	26,438	24,889	29,494
Less: Allocation to claims	(9,084)	(8,643)	(8,366)	(9,156)
	15,467	17,795	16,523	20,338
	67,661	**71,437**	**50,969**	**71,834**
Gain / (loss) from operations	**(507)**	**(4,727)**	**19,121**	**2,195**
Investments				
Interest	3,519		1,096	
Dividends	4,736		3,021	
Gains/(losses)	15,017		18,998	
Investment fees	(883)		(1,000)	
	22,389	16,000	22,115	19,000

Statement of Reserves – 2014

For the Year ending December 31 (in thousands of dollars)	2012 Actual $	2013 Budget $	2013 Projection $	2014 Budget $
Operating reserve				
Balance, beginning of year	(14,349)	(17,762)	(12,184)	(315)
Net income (loss) for the year	(507)	(4,727)	19,121	2,195
Transfer to Investment fluctuation reserve current year	(12,014)	(4,800)	(15,998)	(12,000)
Transfer from Investment fluctuation reserve prior year	6,239	6,963	9,243	10,603
Transfer to Catastrophe reserve	0	0	(444)	0
Transfer from Catastrophe reserve	8,150	0	0	0
Transfer to Capital reserve	(100)	(100)	(100)	(100)
Transfer from Capital reserve	397	0	47	0
Balance, end of year	**(12,184)**	**(20,426)**	**(315)**	**383**
Investment fluctuation reserve				
Balance, beginning of year	13,853	10,585	19,628	26,383
Transfer from Operating reserve	12,014	4,800	15,998	12,000
Transfer to Operating reserve	(6,239)	(6,963)	(9,243)	(10,603)
Balance, end of year	**19,628**	**8,422**	**26,383**	**27,780**
Safety reserve				
Balance, beginning of year	100	100	100	100
Balance, end of year	**100**	**100**	**100**	**100**
Catastrophe reserve				
Balance, beginning of year	19,812	12,106	11,662	12,106
Transfer from Operating reserve	0	0	444	0
Transfer to operating reserve	(8,150)	0	0	0
Balance, end of year	**11,662**	**12,106**	**12,106**	**12,106**
Capital reserve				
Balance, beginning of year	301	0	4	57
Transfer from Operating reserve	100	100	100	100
Transfer to Operating reserve	(397)	0	(47)	0
Balance, end of year	**4**	**100**	**57**	**157**
Total reserve balance	**19,210**	**302**	**38,331**	**40,526**

2014 Operating Budget

For the year ending December 31	2012 Actual $	2013 Revised Budget $	2013 Projection $	2014 Budget Requests $	2014 Increase (Decrease) $	2014 % Change
President's Office	408,938	919,503	781,045	852,924	(66,579)	-7.24%
Corporate Services	8,359,718	9,336,517	8,813,960	10,650,992	1,314,475	14.08%
Executive Services	1,935,460	1,846,035	1,680,259	1,951,486	105,451	5.71%
Financial Services	1,732,990	1,672,054	1,759,392	1,782,114	110,060	6.58%
Legal services	(293,255)	360,178	236,916	371,025	10,847	3.01%
Nunavut Operations	1,186,561	1,149,572	1,193,623	1,527,668	378,096	32.89%
Prevention Services	2,880,762	3,274,081	3,193,267	3,718,275	444,194	13.57%
Stakeholder Services	4,659,587	5,162,575	4,677,107	5,419,605	257,030	4.98%
Headquarters Salaries Reduction	0	(578,281)	0	0	578,281	-100.00%
Subtotal – President Accountability	**20,870,761**	**23,142,234**	**22,335,569**	**26,274,089**	**3,131,855**	**15.53%**
Headquarters	(7,792,222)	1,358,276	783,948	1,100,000	(258,276)	-19.01%
Subtotal	**13,078,539**	**24,500,510**	**23,119,517**	**27,374,089**	**2,873,579**	**11.73%**
Governance Council	337,969	480,616	391,804	504,459	23,843	4.96%
Appeals Tribunal	383,932	471,284	435,379	475,530	4,246	0.90%
Worker Advisor	196,618	235,100	191,824	240,100	5,000	2.13%
Northern Safety Association	400,000	400,000	400,000	550,000	150,000	37.50%
Northern Territories Federation of Labour	328,748	350,000	350,000	350,000	0	0.00%
Total	**14,725,806**	**26,437,510**	**24,888,524**	**29,494,178**	**3,056,668**	**11.56%**

5. Measuring our Performance

For each of our six priorities (areas of focus), we carefully selected performance measures. Combined with their respective targets, the measures will indicate whether we are successfully working towards our vision and mission.

The following table presents our performance measures and targets for 2012-2014, by priority:

STRATEGIC PRIORITIES	PRIORITY	MEASURES	TARGETS		
			2012	2013	2014
	Advance the Safety Culture	Frequency of "time-loss" and "no time-loss" claims	1% decrease (every year) from prior 5-year average		
		Fatalities as a percentage of the workforce (excluding disease-related fatalities)	0%		
		Percentage of Safe Advantage employers in a "neutral" or "refund" position	70%	73%	75%
		Percentage of employers passing the Safe Advantage Management Practices Questionnaire	75%	77%	80%
		Number of employer certifications / re-certifications under COR	10/45	10/55	10/65
		Number of employers / workers trained by NTFL	70/350	+10% (77/385)	+10% (85/424)
		Percentage of employers / workers who believe workplace diseases and injuries are preventable	+5%/10%[1]	+10%/20%	+15%/30%
	Manage for Quality Results	Average rates of reported satisfaction with process (claimants and employers)	Minimum of 75%		

[1] Stakeholder Survey results will determine baseline.

	PRIORITY	MEASURES	TARGETS		
			2012	2013	2014
FOUNDATIONAL PRIORITIES	Sustain the Workers Protection Fund	Percentage funded	108-120%	108-120%	108-120%[2]
		Average duration of lost time claims	1% decrease (every year) from prior 5-year average		
	Strengthen Human Resource Planning	Percentage of employees (with more than one year of service) that demonstrate a "meet expectation" rating on identified competencies	75%		
		Retention rates (*excluding retirements*)	Exceed GNWT and GN rates		
		Employee Engagement Survey average employee ratings on job satisfaction	Minimum of 75%		
	Ensure Access to Information and Reliable Technology	Stakeholder satisfaction regarding access, reliability, and responsiveness of technology (survey results)	Minimum of 80%		
	Enhance Communications	Percentage of workers/employers reporting awareness of rights and responsibilities	Baseline established[3]	Increase from 2012	Increase from 2013
		Percentage of participants in engagement events reporting: – An understanding of the topics and areas for discussion – That they had opportunities to express their views and be heard	75%	80%	85%

We will monitor our performance on a monthly basis and will produce quarterly reports for the Governance Council and our stakeholders.

[2] Funding is currently under review with potential change to be implemented in 2014.
[3] Stakeholder Survey results will determine baseline.

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